

(Frankl & Rubik 1999). Whether a company would continue, alter or abandon LCA usage seemed to be related to:

- how well surprises are acted upon and the situational adaptation made;
- if results in subsequent LCA studies are too similar, there is a probability that LCA use will be much simplified (will appear as LCA-based guidelines or indicators). To some extent, this is related to the size of the company, or rather the diversity of its products and operations. LCA application can continue to offer new insights in larger companies with broad product ranges;
- if the study is triggered by external debate and external consultants were used, there is a probability that LCA will be abandoned since in-house knowledge about LCA will be limited.

4 Conclusions

It is not sufficient to justify LCA in its own right. LCA also needs to be justified in its organisational context. This means that identical implementation recipes will not work everywhere, since there are elements in the implementation process that call for a situational adaptation. How well the situational adaptation is made is crucial for the continuation of the LCA activities.

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